

**Proposed  
Vermont State Board of Education and Department of Education  
2009-2010 Strategic Planning**

**Timeline**

<b>Dates</b>	<b>Event/Topic</b>	<b>Action</b>	<b>NOTES</b>
September 1, 2009	Mailing in Preparation for September 15 <sup>th</sup> State Board Meeting	*Document to State Board Members: <ul style="list-style-type: none"> <li>• Draft timeline for planning process</li> <li>• Proposed planning sub-committee membership</li> <li>• Draft planning Guide</li> <li>• Draft public engagement process</li> </ul>	Completed
September 15	State Board Meeting	*Organize for Planning Process: <ul style="list-style-type: none"> <li>• Appoint Sub- Committee members</li> <li>• Set timeline</li> <li>• Establish decision making process</li> </ul> *Adopt template to guide planning *Agree upon engagement process (for receiving input) *Sub-committees begin work	Completed
September 15 – October 16	Subcommittee work sessions (goals and objectives)	* Refine Goal statements * Develop draft Objectives	Committees have met. October SBE meeting moved from 10/20 to 10/27.
October 20	Mailing for 10/27 mtg.		Completed

October 27	State Board Meeting	<ul style="list-style-type: none"> <li>* Progress Report on Goals and draft Objectives</li> <li>* Reach consensus on work to date</li> <li>*Committees meet to work on next steps.</li> </ul>	
October 12 – November 5	Engagement Process: Goals and Objectives	<ul style="list-style-type: none"> <li>*Communicate and receive input from DOE personnel</li> <li>*Communicate and receive input from civic and formal educational organizations</li> </ul>	Brochure developed for use at VSA/VSBA annual meeting.
October 27 – November 5	Subcommittee work (refining goals and objectives; draft Indicators of Progress)	<ul style="list-style-type: none"> <li>*Refine goals and objectives, if necessary</li> <li>*Develop draft Indicators of Progress</li> </ul>	
November 6 (9)	Mailing for 11/17 mtg.		
November 17	State Board Meeting	<ul style="list-style-type: none"> <li>*Review input from the various entities</li> <li>*Provide results of input to each planning subcommittee</li> <li>*Review refined goals and objectives and reach consensus</li> <li>* Review draft indicators of progress</li> </ul>	
November 18 to December 2	Engagement Process: Goals, Objectives & Indicators of Progress	<ul style="list-style-type: none"> <li>*Communicate and receive input from DOE personnel</li> <li>*Communicate and receive input from civic and formal educational organizations</li> </ul>	

November 18 to December 2	Subcommittee work sessions (indicators of progress; goals and objectives – if needed)	*Continue work on draft Indicators of Progress *Refine goals and objectives and reach consensus - if necessary	
December 4	Mailing for 12/15 mtg.		
December 15	State Board Meeting	*Review input from the various entities *Provide results of input to each planning subcommittee *Review Indicators of Progress and reach consensus	
December 16 – December 30	Subcommittee work session (timeline and resources; Indicators of Progress – if necessary)	Refine Indicators of Progress, if necessary *Establish timeline for implementing plan *Identify general resources needed	
January 8	Mailing for 1/19 mtg.		
January 19, 2010	State Board Meeting	*Review refined Indicators of Progress – if necessary *Reach consensus on timeline and resources *Approve draft plan for general distribution	
February 17 – March 9, 2010	Public Engagement: Broadcast Draft Plan across all of Vermont	*Web-based and other technological distributions *Conduct Hearings *Hold meetings with various groups across Vermont *Review input and adjust plan accordingly	

February 5	Mailing for 2/16 mtg.		
February 16	State Board Meeting	*Adopt Strategic Plan	
February 17 – March 9	SBE & Commissioner: Present Plan	*Governor *Legislative Education Committees *Vermont Schools and Communities	
March 5	Mailing for 3/16 mtg.		
March 16, 2010	State Board Meeting	Process Check	
March 17 to March 31, 2010		*Budget considerations *State Board policy considerations *State Board recommended legislation	
April/May 2010	State Board Functions Commissioner Functions	Prepare implementation plans -DOE work -Directions to the field	

# **Vermont State Board of Education and Department of Education**

## **2009- 2014 Strategic Plan Template**

# **DRAFT**

## **Introduction**

Section 180 of Title 16 requires the State Board of Education to “adopt through a public process a statewide strategic education plan to describe how the agency will help school boards to improve student performance.” The Board has made the Transformation of Education in Vermont its focus and the focus of the Department of Education. This plan reflects a (renewed) commitment to providing all Vermont students the opportunities to succeed in the 21<sup>st</sup> century.

## **State Board and Department of Education Mission/Vision**

### **Mission**

Provide leadership to ensure that the Vermont education system gives each learner the opportunity to succeed in the 21st century.

### **Vision**

The educational system provides each student with the knowledge and skills necessary for success in college, careers and citizenship. It responds to the needs of students, provides flexible learning environments rich with 21st century tools and expects students to demonstrate understanding through a variety of means.

## **Key Statement Regarding “Transformation”**

### **Preparing Students for the World that Awaits Them**

The 21st century world is expanding and redefining the knowledge and skill demands on students beyond high school. Too large a portion of Vermont learners are leaving the education system without the necessary tools to succeed. In addition, the rising costs of education in a declining economy and in a period of shrinking school enrollments are forcing new approaches to current practices.

Fortunately, Vermont’s existing education system has a solid foundation on which to build on and prepare students for the future. Our state has a lengthy history of educational accomplishments of which we can be justifiably proud. But we need to keep accelerating those accomplishments in order to provide all Vermont students with the skills and opportunities they need and deserve to succeed.

All students, regardless of their learning styles, gifts, challenges, circumstances or expectations, deserve the opportunity to build the skills necessary for success in school, college, their careers and their communities. To achieve those challenging objectives, Vermont’s schools cannot merely be readjusted. They must be genuinely transformed.

## **Goal Areas for Planning**

**(Note: Goals are in *Draft* language (as of 10/19/09))**

- Goal I:**      *Establish high-quality, research-based teaching and learning practices to continually improve achievement for all learners.*
- Goal II:**      *Provide and promote high-quality, transformative educational leadership.*
- Goal III:**      *Ensure a safe and flexible learning environment that supports a plosive climate*
- Goal IV:**      *Local, regional, and state partners will collectively understand and endorse the vision, goals and policy of the Transformation effort and actively contribute to its implementation.*
- Goal V:**      *Establish a coherent state and local policy structure that promotes the educational practices and student outcomes demonstrated in research as essential for student success in the 21<sup>st</sup> century.*

## **Template To Guide the Work of Each Goal Area**

### **GOAL I**

#### **1. Goal : (title and definition)**

*Establish high-quality, research-based teaching and learning practices to continually improve achievement for all learners.*

#### **2. List membership on each goal area:**

\*Stephan Morse  
\*Robert Kelley  
Pat Fitzsimmons  
Troy McAllister  
Lindsay Simpson

#### **3. Establish Objectives (Usually 3(+ or -) for Goal)**

##### **CURRENT DRAFT LANGUAGE:**

- **Objective #1:** By 2011, the Department of Education will construct cohesive, shared frameworks for research-based, student centered teaching and learning.
- **Objective #2:** By 2014, 25% of Vermont schools will implement and evaluate research-based, student centered frameworks to continually improve achievement for all learners.
- **Objective #3:** By 2012, 50% of Vermont schools will use data to inform programmatic decisions.
- **Objective #4:** By 2012, the Department of Education, State Board of Education and Vermont Standards Board for Professional Educators will develop a continuum of career-long educator development that is responsive to the needs of students.
- **Objective #5:** By 2012, the Department of Education will revise state grade expectations to incorporate knowledge and skill demands of college/career/citizenship in a global and technological world.
- **Objective #6:** By 2014, educational leaders in 80% of schools will identify and implement systems of transformational practices that support students entering the 21<sup>st</sup> century workforce.

#### **4. Identify Indicators of Progress Towards Accomplishing Each Goal**

#### **5. List Resources Necessary to Support Action Steps (Time, Money, People, Structures and/or Technology)**



**6. Establish a Strategic Timeline for Engaging in Strategies and accomplishing Goals (One to Five Years)**

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**GOAL II**

**1. Goal: (title and definition)**

*Provide and promote high-quality, transformative educational leadership.*

**2. List membership on each goal area:**

\*Fayneese Miller

\*Alex Melville

Tina Muncy

Anne Bordonaro

Carol Duley

**3. Establish Objectives (Usually 3(+ or -) for Goal**  
**CURRENT DRAFT LANGUAGE:**

1. Develop a foundation of common standards for transformative educational leadership that will underlie all phases of a leader's career (i.e., preparation, mentoring, supervision/evaluation, coaching) (Promote)

2. Develop a process for identifying individuals with the potential to be transformative educational leaders and encouraging them to pursue leadership roles (Provide)

3. Ensure that good leadership practices are followed in all Vermont schools (gets at things like doing regular evaluations as required, using a protocol and trained observer, providing formative as well as summative feedback, etc. that we discussed)(Provide and promote)

**4. Identify Indicators of Progress Towards Accomplishing**  
**Each Goal**

**5. List Resources Necessary to Support Action Steps (Time, Money, People, Structures and/or Technology)**

**6. Establish a Strategic Timeline for Engaging in Strategies and accomplishing Goals (One to Five Years)**

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## GOAL III

**1. Goal : (title and definition)**

*Ensure a safe and flexible learning environment that supports a plosive climate*

**2. List membership on each goal area:**

\*Kathy Larsen

\*Judy Livingston

Kate Larose

Kate Cassi O'Neill

**3. Establish Objectives (Usually 3(+ or -) for Goal**

**CURRENT DRAFT LANGUAGE:**

1. By the year 2012, all school systems will have established policies and implemented procedures that result in safer learning environments for all students and staff.
2. By 2012, increased learning is taking place because there are a range of environments provided for learners that allow for differences in style, interest, abilities and engagement.
3. By 2012, all school systems will have developed a sustainable and systemwide positive climate that cultivates social and academic success.

**4. Identify Indicators of Progress Towards Accomplishing Each Goal**

**5. List Resources Necessary to Support Action Steps (Time, Money, People, Structures and/or Technology)**

**6. Establish a Strategic Timeline for Engaging in Strategies and accomplishing Goals (One to Five Years)**

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## GOAL IV

### **1. Goal : (title and definition)**

GOAL IV (Engage For Results)

Local, regional, and state partners will collectively understand and endorse the vision, goals and policy of the Transformation effort and actively contribute to its implementation.

### **2. List membership on each goal area:**

**\*Brian Vachon**

**\*John Hall**

**Dave Phillips**

**Bruce Smith**

**Doug Webster**

**Jill Remick**

**Carol King**

### **3. Establish Objectives (Usually 3(+ or -) for Goal**

#### **CURRENT DRAFT LANGUAGE:**

OBJECTIVE 1 (Message Branding):

By year-end, 2009, create and agree upon a compelling summary of educational transformation that can be confined to a single paragraph and/or delivered in 30 seconds

OBJECTIVE 2 (Communications Process):

By year-end 2010, develop and implement a comprehensive communications plan that will raise awareness among key stakeholder groups of the need to transform Vermont's educational system, and of the essential elements and benefits of transformation.

OBJECTIVE 3 (Community Activism)

By the end of 2012, all Vermont communities, including local businesses, employers, clubs, civic organizations, etc., will actively engage in creating demand for educational Transformation within their region.

OBJECTIVE 4 (System Achievement Agreement) - *placeholder*

By the end of 2010, there is agreement among Vermont communities, secondary education staff and faculty, employers, labor, and colleges of student outcome goals as a result of the Transformation.

### **4. Identify Indicators of Progress Towards Accomplishing Each Goal**

### **5. List Resources Necessary to Support Action Steps (Time, Money, People, Structures and/or Technology)**

### **6. Establish a Strategic Timeline for Engaging in Strategies and accomplishing Goals (One to Five Years)**

## ~ ~ ~ ~ ~ GOAL V

**1. Goal : (title and definition)**

*Establish a coherent state and local policy structure that promotes the educational practices and student outcomes demonstrated in research as essential for student success in the 21<sup>st</sup> century.*

**2. List membership on each goal area:**

- \* Ruth Stokes
- \* Don Collins
- Kay Charron
- Tom Alderman
- Susan Hayes

**3. Establish Objectives (Usually 3(+ or -) for Goal**

**CURRENT DRAFT LANGUAGE:**

1. By 2012, establish policy to enable educators (teachers and leaders) to be qualified and effective in using transformational practices. *(This could incorporate such policy areas as educator licensing, professional development, and 21<sup>st</sup> century teaching & learning practices).*
2. By 2012, establish policy to align VT learning expectations and assessments with knowledge and skill demands essential for success in college, careers, and citizenship in a global and technological world. *(This could incorporate such policy areas as revising the VT Framework, proficiency based grading/graduation, and college/career readiness).*
3. By 2013, establish policy to create an education quality system that measures and audits education outcomes and practices at both the district and school level. *(This could incorporate such policy areas as adopting education quality standards, creation of an education quality consortium, and quality audits.)*
4. By 2012, establish policy to structure districts so they can substantially improve education quality, expand learning options for learners, and increase education equity across gender and socioeconomic cohorts.
5. By 2012, establish policy to charge and monitor districts and schools on the implementation of transformative practices.

*(This is an attempt to move transformation from a good idea discussion to a public policy directive that all schools will act on).*

**4. Identify Indicators of Progress Towards Accomplishing Each Goal**

**5. List Resources Necessary to Support Action Steps (Time, Money, People, Structures and/or Technology)**

**6. Establish a Strategic Timeline for Engaging in Strategies and accomplishing Goals (One to Five Years)**

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### Proposed Public Engagement Process

Date	Topic/Action	Notes
	Agenda Item for each SBE meeting between now and March	
	Board meetings in different locations/regions around the state	
	SBE Web page: Specific section dedicated to Strategic Plan Development	
	Email Address established for Input, with auto reply; comes to Carol's email: included postal mailing address	
	Weekly/Biweekly Field Memo updates	
	Newspaper ads regarding Strategic Planning process and inviting input (starting in XX)	
	Embed strategic plan email address in SBE meeting CDs (distributed to public access stations)	
	Intentionally encourage DOE staff input; serve as messengers	
	Public access: Channel 17; RETN, etc.	
	Press releases on drafts ready for comment	
	Editorials/Op. Eds.	
	Engage partners (and beyond): => implementation	
	VSBA's "The Boardroom" document	
	Specific notes/invites/letters to partners who provided earlier input: outreach, coming to meetings, assist with implementation	
	VTNEA: monthly newsletter; attendance at October annual meeting	
	VSA/VSBA Annual Meeting – Develop brochure for distribution.	